

~~SECRET~~  
~~CONFIDENTIAL~~

COPY 1 OF 2 COPIES

CIA CAREER COUNCIL

8th Meeting

Thursday, 31 March 1955

DCI Conference Room

Administration Building

NOTE: 1 additional copy, excerpt of  
pp. 6 thru 10, incl., re  
Executive Inventory, was given  
to  of the Security 25X1A9a  
Office.

~~SECRET~~

~~CONFIDENTIAL~~

~~SECRET~~

~~CONFIDENTIAL~~

CIA CAREER COUNCIL

8th Meeting

Thursday, 31 March 1955

DCI Conference Room  
Administration Building

Present

Harrison G. Reynolds  
Director of Personnel  
Chairman

Matthew Baird  
Director of Training  
Member

25X1A9a

[REDACTED]  
Chief of Operations, DD/P  
Alternate for DD/P, Member

25X1A9a

[REDACTED]  
Deputy Director of Communications  
Alternate for D/Commo, Member

Lyman B. Kirkpatrick  
Inspector General  
Member

25X1A9a

[REDACTED]  
Special Assistant, DD/I  
Alternate for DD/I, Member

Lawrence K. White  
Deputy Director (Support)  
Member

25X1A9a

[REDACTED]  
Executive Secretary

25X1A9a

[REDACTED]  
Reporter

~~SECRET~~

~~CONFIDENTIAL~~

~~SECRET~~ ~~CONFIDENTIAL~~

I N D E X

		Page No.	
Item 1	Minutes of 7th Mtg, 24 Feb 55 . . . . .	1	
Item 2	Honor Awards Staff Studies. . . . .	1	
Item 3	Promotion Principles. . . . .	3	
Item 4	Executive Inventory . . . . .	6	
Item 5	Welfare Board . . . . .	10	
Item 6	Candidates for JCD Program . . . . .	12	
Item 7	Addendum to <span style="border: 1px solid black; display: inline-block; width: 250px; height: 1.2em; vertical-align: middle;"></span> . . .	18	25X1A

~~SECRET~~ ~~CONFIDENTIAL~~

~~SECRET~~ ~~CONFIDENTIAL~~

. . . The 8th meeting of the CIA Career Council convened at 4:05 p.m., Thursday, 31 March 1955, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds presiding . . .

MR. REYNOLDS: Well, gentlemen, you have had the minutes under Tab 1, here, of the agenda. Are there any objections, changes, recommendations, errors or omissions? If not, they stand approved.

In paragraph 4 of the minutes it states that a Career Development position for [ ] (OTR) to be detailed to ONE was approved. I would call your attention to a meeting on the 30th of September at which the Council agreed to transfer the administrative responsibility, together with 40 slots, of the Senior Career Development Program from the Office of Training to the Office of Personnel. It is not clear from the transcript whether the Council also wishes to delegate approval or not, and whether it wishes to receive interim reports on the status of the program. We have presumed that Matt's and my approval of the thing was okay. I don't know how the Council feels about it.

MR. KIRKPATRICK: It's all right by me.

[ ] All right with us.

MR. REYNOLDS: Then we will so assume.

[ ] Does the Council wish to be informed when these are approved?

MR. REYNOLDS: Do you want us to inform you when they are approved?

MR. KIRKPATRICK: Yes, but I wouldn't formalize it to any degree.

MR. REYNOLDS: Very well.

X Item 2 on the agenda are the honor awards staff studies, for your consideration and approval. This is important, because this has been held up for six months and we have to do something about it. Tab 2a is the staff study concerning the giving of CIA decorations to other than CIA personnel; and Tab 2b is the question which was brought up by General Cabell on ribbons, bars, etc.

MR. KIRKPATRICK: I think both staff studies make good sense. Recommend the Council approve them.

MR. WHITE: Agree.

[ ] Okay with me.

~~CONFIDENTIAL~~

~~SECRET~~ ~~CONFIDENTIAL~~

MR. REYNOLDS: Do I hear a motion, then, for approval?

MR. BAIRD: So made.

MR. REYNOLDS: It has been moved and seconded that the staff studies be approved. Those in favor please signify by saying "aye".  
Contrary minded? Motion carried.

. . . Off the record . . .

25X1A9a ☐ Is there a lapel button with the National Security Medal?

25X1A9a x ☐ Yes, there is, but not with these. The National Security Medal is not exclusive with CIA, it's for the entire intelligence community. This policy which you have just approved would restrict these four CIA medals to persons who are CIA personnel. In other words, military personnel would, for the most part, except under very rare circumstances, not be given a CIA medal, but CIA would recommend that appropriate military decoration be awarded.

x MR. BAIRD: Would Security object to the wearing of a lapel button upon retirement from CIA?

25X1A9a ☐ Yes. Their position is adamant.

One of the reasons, I think, Matt, that Security hates to see the idea of a lapel button introduced is that if we have the button there will be continuous pressure to start using it. These aren't medals, they're medallions. That is the technical term for them. Security has no objection to a person having a medallion on his library table, for instance, but they take a dim view of a person walking around advertising to the entire public the fact that he has a CIA medal.

MR. WHITE: I must say, I find our efforts on the one hand to be anonymous, and to wear a lapel button, on the other hand, entirely inconsistent. I don't know where you draw the line.

25X1A9a x ☐ That is why the Honor Awards Board recommends there not be a lapel button or a ribbon.

x MR. REYNOLDS: Before going on to the next item I would like to report that the Notice, for distribution A, on handling the notification of acceptance into the Career Staff of successful applicants, and the notification to the individual himself, have been concurred in by all members of

~~SECRET~~ ~~CONFIDENTIAL~~

~~SECRET~~

the Selection Board. These documents have gone to the printer. It is expected that notifications to about 1500 members of the Career Staff will go out between the 15th and the 20th of April.

On the next item, No. 3, "Promotion Principles", I'd like to point out, which I think you all realized when you read it, that this is an exception to the principle that we set up when we issued [ ] that the time-in-grade was a good principle to follow.

25X1A

MR. BAIRD: Everything else being equal. I don't think this does violation to that, does it, Harry?

MR. REYNOLDS: It says it doesn't like it very much. Our findings in the Office of Personnel are that this has created stability in most of the offices, and this [ ] seems to be well liked. The only thing that isn't well liked, and which I have talked to Red about at considerable length, and would hope to have ready for Monday, is a proposal which we are going to put out on a different type of classification system which I think would have a considerable bearing on the way promotions are made. And in addition to that particular classification system I think we can recommend to the Deputy Director of Support, and subsequently to the Director, that we use the step increase as a reward for service rather than just having it come automatically on time. We should slow down the promotion process to a certain extent.

25X1A

MR. BAIRD: Aren't we, however, bound to show that an employee has been almost unsatisfactory if we deny him the step increase?

MR. REYNOLDS: This would be a special one, where you would give two or three, if you wanted to, you see - ahead of time.

[ ] You are not bound by the law?

MR. REYNOLDS: No, we are not bound by the law on it.

25X1A9a

X1A9a

[ ] In other words, this would be a step increase for meritorious performance or meritorious achievement, or outstanding performance.

MR. REYNOLDS: There have been so many objections to the use of grades 8 and 10 that we would cut those out. It would cost the Agency money to cut them out, but there is very little dollar difference between the top of an 8 and the bottom of a 9. But if you did have a step increase system whereby you gave two steps for an excellent job or a job well done, then you wouldn't have this problem of trying to place a girl who had been

~~SECRET~~

~~SECRET~~

gangplank promoted to a 9 and she has been a 7 overseas, and we have a devil of a time placing her at a 9; whereas at the 7, no matter what step she is in, we can usually find a job for her.

25X1A9a [ ] The Hoover Commission has recommended that grades 6, 8 and 10 be abolished, and there have been a couple of bills already introduced in Congress to do that.

MR. KIRKPATRICK: Would you re-number them?

25X1A9a [ ] There is just a blank then.

MR. KIRKPATRICK: A stupid business.

MR. REYNOLDS: Well, a 6 is a very useful one. I don't think there is objection to a 6, but a strenuous objection to the 8 and 10.

MR. KIRKPATRICK: It's like numbering the floors in a building and skipping 13.

MR. REYNOLDS: It comes from the old CAF and P ratings. That is where the trouble is. Because when we transferred everything to GS, the 9 and 11 were your P differentials.

25X1A9a [ ] It's only in those even numbered grades where you have the overlap, where the bottom of an 8 is below the top of a 7, so a GS-7 at the top of his grade is earning more money than a GS-8 at the bottom of his grade.

MR. KIRKPATRICK: Well, if CIA proposes to revise the classification system I hope they will do it on a sensible system. I can't wait until they get 18's, 19's and 20's, so we can have a super-super-board.

MR. REYNOLDS: We aren't going to have that.

MR. WHITE: What we talked about here in this study was not to eliminate the classification system but to establish, say, three broad categories. I don't know what he is coming up with, but, say, a junior intelligence officer, a middle-grade intelligence officer, and a senior intelligence officer. If you had grades for your senior intelligence officer running from 12 to 15, you could assign a 15 to a 12 job or a 12 to a 15 job, which would particularly give the clandestine people what they need to effect overseas assignments. That is the way we started out with it.

25X1A9a MR. KIRKPATRICK: Look at the minutes of the meeting attended by Messrs. [ ] Baird, Kirkpatrick - in the summer of 1951. You will find that was exactly what was proposed then.

~~SECRET~~

~~SECRET~~

MR. REYNOLDS: Roughly this is the proposal and is the reason we would like to delay consideration of this particular paper until we see the whole package - your supergrades would be Class 1; your 13's, 14's and 15's would be Class 2; your 7's, 9's and 11's would be Class 3; and 6 and below would be Class 4. And within those groups you could shift back and forth.

MR. KIRKPATRICK: You put your jobs in class groups instead of grade groups.

25X1A9a  That gives you a wider spread.

That would be very good, indeed.

MR. REYNOLDS: We have the study practically completed. There is a little more bird dogging to do, but that is all.

MR. WHITE: The thing we have to remember, as long as you are talking about this, is that in implementing any such system you have to have a gimmick in there to protect your average salaries, otherwise we will get ourselves into trouble.

25X1A9a  To keep the average from creeping up.

MR. KIRKPATRICK: If that isn't controlled it could be just as bad as keeping your grades too low.

MR. WHITE: You have to control it so that your average salaries don't get out of line or control. But so far as assignment goes, it would give you flexibility.

25X1A9a  I think it would ruin the system if we didn't keep close check on the numbers in each category - so that you would have to have vacancies before you could promote in some cases.

25X1A9a  Isn't the concept also that promotions within a class would be handled by a different technique than outside a class? In other words, promotion from Class 3 to 4 would require certain kinds of sign-offs, but a certain kind of delegation within the class would be made.

MR. WHITE: But you have to get completely away from this state of mind so many people are in, that if a grade 12 gets in a grade 13 job and is in it for six months, that he is automatically entitled to get the promotion. That would have to go by the board, which I think it should, and the grade 12 should merely be grateful for the fact that he had an opportunity to demonstrate for six months that he could do that job.



~~SECRET~~

25X1A9a

[ ] It would probably end up by not being a 13 job, it would be a Class 3 job from 13 to 15.

MR. KIRKPATRICK: Red, isn't the state of mind you are getting at the fact that people regard this time-in-grade more as a criteria rather than anything else?

MR. WHITE: Yes, that is right. I didn't think this did violence to that at all. Our people - Saunders and all - felt that the Regulation, even with the best intentions, still kind of left people thinking that "Nothing happens until I get into this zone of consideration, and then, automatically, something has to happen. If I don't get promoted then I am not doing so well."

MR. BAIRD: Neither is true.

MR. REYNOLDS: Neither is true; and, furthermore, I have checked the record in my Office and we have only turned down 2% of the requests for exception.

MR. BAIRD: I must say one I remember you turned down for me I think you were perfectly right on, and you just came back to me and said, "Give me more justification" - and we couldn't give you that.

MR. REYNOLDS: By and large, Matt, we have approved most of them because they have been presented very properly as exceptions and have given a good, clear background.

MR. WHITE: Since this comes from my shop I think it is perfectly in order that we consider that along with this proposal. [i.e., Item 3, "Promotion Principles"]

MR. REYNOLDS: If you are willing to do that, it would be very helpful to us. Then we have the whole package. And see if we can't come up with some thinking that would be generally satisfactory.

X The next item, No. 4, is the Executive Inventory, which Kirk wishes to discuss, and Rud has the latest figures on it.

25X1A9a

[ ] I've given them to Kirk.

MR. KIRKPATRICK: Just to refresh your memory, we developed the Executive Inventory in the summer of 1953. We selected 70 positions which were considered to be those executive positions in which the Director had a personal interest in either approving of the nominee or in actually naming the nominee. We asked the occupants of those 70 positions to indicate those

~~SECRET~~

~~SECRET~~

individuals who they knew from personal experience, either as subordinates or former subordinates, who would be qualified either at that moment or within six months to take over that position. As a result of that we got a total of 168 names submitted. In several instances none were submitted; and in one or two instances as many as five were submitted. The general average was about two and a half.

After the names were submitted, a girl working at that time in my Office got ahold of the personnel files and wrote up these Executive Inventory sheets, which I think still stand the test of time because they give the most comprehensive review of an individual's background, qualifications, performance, etc., that we have in the Agency. I think they are darn good. And we have used them as a formula for both the Doolittle and Clark groups in giving biographical sketches. They do have one or two gaps which, if they're developed further, should be put in. It has been suggested in many instances by many different people that it is important, on these Senior Executives, that there be a brief section devoted to the wife - which is important when you are considering overseas' assignments, and other things, in which that should be carefully considered.

The book of the Executive Inventory resided in the Director's Office for a period of about six months this last year. I know that he referred to it on several occasions, and I know Red asked for it a couple of times when nominees for senior positions came up. But we have nothing, in effect, to keep it up to date, to take out those who resigned and to stimulate the addition of new names, which will not come voluntarily, obviously, inasmuch as only one name has been added since we started it a year and a half ago. We now have 169, of which 9 have resigned, so there are 160. In my estimation there are obviously another 40 to 80 names that should go in there, of people who in the last two or three years have come into this zone of consideration.

I would like to point out that this is an expensive operation to maintain, and unless it is going to be used it really isn't worth maintaining. I would say that the preparation of this initial Executive Inventory probably cost the Agency in the neighborhood of \$10 thousand dollars, counting the time involved in submitting the names, the time of the girl who put in an awful lot of research to get this material, and then typing it up.

~~SECRET~~

~~SECRET~~

Obviously the Executive Inventory should reside where it now resides - in the Personnel Office, and if it is going to be used I think that the Director of Personnel, or somebody in charge of it, must do a selling job, and when he knows that [ ] or Colonel White or Mr. Amory or the Director, or somebody else, is casting around for the name of an individual to fill a job, somebody should trot around to him with this Executive Inventory, put it on his desk and let him thumb through it. That is point one, I would say - it has to be sold and we have to be convinced it is useful.

[ ] May I ask a question there, Kirk? Could you speak on restricted use here? Do you mean that this should be restricted, let's say, to the three Deputies?

MR. KIRKPATRICK: Well, I certainly would not allow it to go much further.

[ ] Or to the members of the Council?

MR. KIRKPATRICK: That I would leave up to you, because I don't want to put any arbitrary delineation down.

[ ] But it shouldn't be anybody who wants to look at it.

MR. KIRKPATRICK: It certainly should not. This Agency is still too leaky and too loose, and I mean with material exactly of this nature. Because if this starts getting around and Brother X says, "I am not on that Inventory", and wants to know why, and starts hammering on his boss' desk - you might as well burn it.

MR. BAIRD: You said "Harry Reynolds or somebody else". I think it ought to be restricted to the Director of Personnel, and not "somebody else" in the Personnel Office.

[ ] Somebody has to take care of it. It's an awful chore. Harry can't type it, for example.

MR. KIRKPATRICK: All I can say is that the first instance I get that there is discussion about who is or who is not in the Executive Inventory, I am going to recommend that it be burned immediately, because that will be more destructive to morale and good esprit de corps in this Agency than any other single thing that I know of, because it will be a clear indication right across the board of who is considered to be qualified for a senior position and who isn't.

So, to continue, I would say that, No. 1, it must be used.

~~SECRET~~

There is no darn point in having this beautiful book compiled at a great cost, and then not using it. Secondly, whoever is custodian should do a periodic job of needling the Assistant Directors and the others in the so-called 70 executive positions to see if they don't have names of other individuals who are qualified for submission. Seeing that a personal example is always the most appropriate, take my position, for example. At the time we submitted these names I had one other individual on the staff of the IG, and I did not submit his name. At the present time I have four or five whose names I might submit. They have not been submitted because I was waiting to see how this would go, and I am sure that is true right across the board. It seems to me, [redacted], this type of a pool in the Senior Executive Inventory would take in about 50% of your senior representatives and station chiefs.

25X1A9a

25X1A9a

[redacted] Yes, I agree.

MR. KIRKPATRICK: And certainly darn few of the people abroad were included in the initial go-around, for obvious reasons.

MR. REYNOLDS: I think I should write every 60 days, perhaps--

MR. KIRKPATRICK: That is a little frequent, Harry - on the basis of probably every six months, because what has happened since we created this has been a natural flow of people from abroad home, and people from home abroad, and you have gotten a fairly balanced turnover. It would seem to me about every six months would be about the right time to do the needling.

I also think that at the time you make that inquiry it might be well worthwhile to advise whoever are occupying these positions that either themselves or their predecessors submitted the following names, and are those individuals still qualified? Because there are some people that will get into this that ought to be withdrawn.

25X1A9a

[redacted]: That makes sense.

MR. KIRKPATRICK: Therefore, to make this in the form of a motion, I would move the Council approve that the Executive Inventory be maintained in the Office of the Director of Personnel, under his immediate supervision, and that he stimulate its use, and periodically, on the basis of every six months or so, request additions or deletions from the Executive Inventory.

25X1A9a

[redacted]: Second the motion.

MR. REYNOLDS: You have heard the motion. It has been made and

~~SECRET~~

~~SECRET~~

seconded. Will those in favor signify by saying "aye"? Contrary minded?  
The motion is carried, and it is so ordered.

MR. KIRKPATRICK: To just elucidate on Matt's point, I phrased that "under the supervision of the Director of Personnel" so that if you can't handle it yourself, personally, Harry, you can see that somebody who is going to be very close-mouthed and discrete about it, will handle it for you. But I don't think it should go beyond one person, who will report to you.

MR. REYNOLDS: It is under seal now in the Career Staff Office. It will probably be moved up to our area and we will set up procedures to handle it as directed by this Council.

X The next item, No. 5, is the Welfare Board. At present that paper is in your hands, isn't it, Red? Have you any comment to make on it?

MR. WHITE: I haven't gotten it down to the Director yet. It's a memorandum for his signature. I wasn't clear in my own mind as to whether he was going to understand, or not, exactly what we were doing, because I had kind of forgotten myself. As I understand it, though - and I do want to get this clear again - all we are talking about here in this Welfare Board paper is the Welfare Board to handle the money which we get from Government Services, Incorporated, and so forth, and it has nothing to do with the other one that is organized outside of the Agency.

25X1A9a

☐ Right. Clear.

MR. WHITE: I may be able to get General Cabell to sign while the Director is away, otherwise it will have to wait until the 15th of April.

MR. REYNOLDS: We are all ready for it. We have the money but it will just make it a good deal clearer in handling it, to have that paper passed. Aren't we owed \$500 in that fund from the other fund?

MR. KIRKPATRICK: Yes. I was hoping you would forget that.

[Laughter]

MR. REYNOLDS: I haven't forgotten it.

25X1A9a

☐ You mean we borrowed \$500?

25X1A9a

MR. REYNOLDS: We had a recent case, which was a typical case, in this ☐ case, where I wish we had more money in it.

MR. KIRKPATRICK: You're never going to get much more in your GSI fund. But, on the other fund, I think I reported to the Council the last

~~SECRET~~

~~SECRET~~

time - I haven't yet gotten that whipped into shape, because of the hot breath of the Clark Committee which has sort of occupied my time, but just  
 X as soon as I can - perhaps this next week - I will get that put in shape, if I can catch that former Deputy Director named [ ] and get him to do 25X1A9a  
 the legal work on it so we can set up something like the Air Force Aid Society, which is typical of the military aid societies, and then solicit both internally and externally for contributions, establish the CIA Career Council as the interior governing body, and add 2 or 3 exterior directors, which will satisfy the Internal Revenue people. I would think that in one or two solicitations on this we could probably get \$10 thousand dollars, which would ideally handle such cases as the [ ] case, and others. 25X1A9a

MR. WHITE: Is it your idea to try to solicit outside first? Because as I understand it, we have never really solicited outside.

MR. KIRKPATRICK: We haven't, no. [ ] was going to and 25X1A  
 then didn't.

MR. WHITE: Well, I don't think, maybe, he really understood what it was. I think that he - and I haven't talked to him in a long time - and I'm not sure some of the others don't feel that maybe we ask them to do a little bit too much. I think what they would like is that they are perfectly willing to help the Agency but they don't want to do anything they don't legally have to do; in other words, I think they would be much happier if the entire running of this thing - the checks and everything else - could be done right here.

MR. KIRKPATRICK: There is no question about that.

25X1A MR. WHITE: I know from what [ ] said about that, he felt that way.

MR. KIRKPATRICK: I agree, Red, that we should do all the work, and we should simply write them a nice letter saying that a check for \$1,000 would be appreciated, and I think we will get it.

25X1A9a [ ] Wouldn't it be possible to solicit within the Agency, too?

MR. KIRKPATRICK: We plan to. Originally we didn't, but under this new system we plan to solicit from within the Agency. Because I've had a great number of people come to me and talk to me about it, and say, "Why can't I contribute? I think I am more a part of it." But the internal Agency

~~SECRET~~

~~SECRET~~

solicitation will have to wait until the Red Cross drive is past history.

MR. WHITE: The charter and the bylaws, how it is going to be administered, etc., would have to be pretty carefully worked out. We have plenty of guardhouse lawyers who will want to read all the fine print before you open up something like that. I think it has to be thought over pretty thoroughly and carefully.

MR. REYNOLDS: Any further comment on that?

When the Director signs off we will go ahead and carry through. And we will wait for further instructions on the other one.

✓ Item 6 on the agenda - candidates for the 2nd quarterly selection for the Junior Career Development Program.

Matt, would you report on that, as a start off?

MR. BAIRD: This is not too timely a report on it because we are right in the middle of the selection process. The only information I have is that 8 of 15 candidates were assessed, and that it was felt that of the 15 it was sufficient to assess 8, because of those 8 there were only 5 or 6 that the working group felt the final selection committee would want to see anyhow.

MR. KIRKPATRICK: Matt, what about the 7 that are immediately out? Were they just so completely unqualified there was no question about it?

MR. BAIRD: That is what the working committee felt.

25X1A9a [ ] Is a ruthless yardstick used here?

MR. BAIRD: No.

MR. KIRKPATRICK: Were the 7 ever interviewed?

MR. BAIRD: They were all interviewed and their records gone over pretty carefully.

25X1A9a [ ]: They are interviewed by the working group.

MR. BAIRD: [ ] on this go-around.

25X1A9a MR. REYNOLDS: [ ] himself.

25X1A9a [ ] Who is [ ]?

25X1A9a

MR. REYNOLDS: Senior placement officer from my Office.

25X1A9a [ ] Who represents operational field? I mean, just how a fellow might be as a promising, budding intelligence officer?

MR. BAIRD: We would probably have to get somebody in on that, if we ever have any DD/P candidates.

~~SECRET~~

~~SECRET~~

25X1A9a [ ] After all my drum beating you still haven't gotten any? Judas Priest! I'm looking very bad here.

MR. BAIRD: There are 8 candidates from OSI, 2 from OCD, and 1 each from OCI, OO, Logistics, Training and Security.

MR. KIRKPATRICK: I would have thought at least 15 from DD/P alone.

MR. BAIRD: There are 3 women in this group.

25X1A9a [ ] is not going to be grinning so broadly tomorrow morning. [Laughter]

MR. BAIRD: With such a large number from OSI - you remember, I think, that Harry and I both spoke at a previous meeting, or at an AD's meeting, that what we were looking for was executive potential or candidates for sort of a junior executive inventory. With the OSI candidates and 2 of the 3 women, who I think should be given consideration, it is obvious that they may not be the supergrades of ten years hence, and though Harry and I haven't discussed it, except very briefly, we thought when these candidates were brought to our attention, because there aren't six executive potentials in the group, apparently, we would probably pick some from this go-around that indicate they will make darn good specialists by additional training, rather than Agency executives. That is true of the women. I think it would be a good idea if we could get a woman JCD selectee. It would help the morale of the women in the Agency.

25X1A9a [ ] There is nothing wrong with the morale of the women in the Agency, is there?

MR. BAIRD: I didn't say there was. The preliminary report indicates that there are 6 that should be given consideration. I think Harry and I will probably give consideration to all 8, after making sure that the 7 that were eliminated were eliminated on good grounds.

MR. KIRKPATRICK: Do you have the cumulative figures on this program? I wondered if you had a pattern as to which offices were consistently coming up with candidates and which weren't.

25X1A9a [ ] There were 14 the first time and 15 now, or a total of 29 candidates available for consideration from the entire Agency.

MR. BAIRD: In DD/I and DD/S.

25X1A9a [ ] Well, you see - I don't know how you ever handle a

~~SECRET~~



~~SECRET~~

thing like this - but there are a number of cases where supervisors quite frankly said: "You damn well better get selected because you are through as far as I am concerned if you apply." I don't know how you get at that.

25X1A9a  Who said that?

: I frankly don't know.

MR. KIRKPATRICK: As Inspector General I might interest myself in that, because there is a case where the supervisor ought to be fired, or certainly reprimanded severely for prostituting an Agency program to that degree, and using that device to get rid of an incompetent employee.

MR. WHITE: He isn't incompetent.

25X1A9a  The supervisor is using a fear technique to prevent him from leaving.

MR. WHITE: He says, "If you leave me now, I am finished with you."

MR. KIRKPATRICK: It's immoral to the nth degree. I think we may ultimately reach the stage in this program where the Assistant Directors and the Division Chiefs in the DD/P area and the Staff Chiefs in the DD/P area may have to be told that every quarter "you will come up with 3, 6, 9 or 10 individuals who you consider qualified for this, or advise us why you don't have that type of individual in your organization."

MR. WHITE: My people made an attempt, really, to pass the buck on this to the Office of Personnel, by saying, in effect, "Since we didn't do so well in nominating people of the right caliber, maybe the Director of Personnel ought to select people." Well, I disapprove of that idea, because I don't think you can pass your supervisory responsibility to the Director of Personnel. But maybe we will have to come to some device where the Director of Personnel can, from the record, make suggestions to supervisors as to what people look like they can be considered, although I must say I just can't come to believe that there is any substitute for the supervisor saying whether or not the fellow should be recommended - I don't care what their record is.

25X1A9a  When we set the program up we decided against using the quota system and do it on the basis it is being done, but it just isn't effective.

MR. KIRKPATRICK: I didn't suggest a quota system. I suggested that each supervisor come up with a number, not bound to a maximum or minimum - but if there are none, why there are none. If I were a supervisor or a

~~SECRET~~

~~SECRET~~

Division Chief I would hate to admit I had no junior officers of a caliber for this program.

MR. BAIRD: I can provide you with one tool for this, and that is the people who have done unusually well in the basic training courses. That is a tool, only. You can go back to the supervisor and say, "This man, on the first test or screening in his Agency career, did very well. How has he done since?" He may have fallen flat on his face since, but at least it gives you some names to start with. We have kept that record for about 3 years now.

MR. KIRKPATRICK: Well, I think, gentlemen, we have practically reached the end of a voluntary program, and we are going to have to move into something more mandatory.

MR. BAIRD: Red, may I say one thing here - because I can't say it in your staff meetings, and I'm certainly not going to say it in the AD's meetings - but the average young lad that is recruited for a logistics job, and the average young man that is recruited for a Security or Finance job, is at a disadvantage in comparison with some of the other young men recruited in the DD/I and DD/P. I don't know how you tell Saunders, Garrison or Sheff that, but when they are compared on this 1-day testing, with all other Agency employees, they are below the average of Agency employees, but they may be doing a perfectly sound job in Logistics or Security.

MR. KIRKPATRICK: Matt, I would say that would be congenital with this Agency, and we will never get away from that.

We fall right into that, too.

MR. BAIRD: We have had the same thing with TSS. We have some damn good people that aren't even college graduates, but they're tops in their field, but when you compare them with the Agency standards, they just are below the average. You have to have some screening process to weed them out.

MR. REYNOLDS: My feeling, knowing that crowd so well [Contact Division, Office of Operations] - and Kirk knows a lot of them, and that potential with those people who are just bogged down now, after 5 years--

MR. KIRKPATRICK: But darn few of those would qualify as far as your grade level is concerned.

MR. REYNOLDS: That is just it. But, Kirk, there are some good men [in Contact Division] who are now really bogged down.

MR. KIRKPATRICK: They ought to be rotated.

~~SECRET~~

25X1A

~~SECRET~~

MR. BAIRD: I honestly feel it goes back to what I hope somebody brings up Monday, that everybody wants the good man and nobody wants to give up the good man. Now I have never had it stated to me face to face, but God knows I have heard enough of it in OCI, where they say, "We won't give them up until we have a replacement on board." And I have heard it again and again that in that Office if you apply for this why you sure as hell better make it, because "don't ever expect to go anywhere in OCI again."

25X1A9a [ ] I think we have taken the edge off that. That was very true in the beginning.

25X1A9a [ ] At the expense of going back over something which has perhaps been explained previously, what was the reason the quota system was not desirable?

MR. KIRKPATRICK: Because we wanted to see what would happen if it was put on a voluntary basis.

MR. BAIRD: One of the things we are proposing to do is to have a graphic display of the JCD program - of a dignified nature, I hope - at the Intelligence Products Exhibit, with some application blanks right there, because 2 or 3 hundred people go through that every time they have it.

MR. KIRKPATRICK: If we weren't in 34 buildings - I don't know what Matt's Gallup Poll shows for his intelligence products display, but how many thousand do you get to each one of those?

MR. BAIRD: Between 3 and 4 hundred.

MR. KIRKPATRICK: If we had one building we could show something like that in a central corridor. There is nothing highly classified about a Junior Officer Career Development Program.

MR. BAIRD: It's awfully difficult to sell something to this Agency, because the climate of salesmanship is rather difficult to bring about. But I think our Notice was not a very enthusiastic type of notice. We watered it down. Our publicity hasn't been very good.

MR. REYNOLDS: I think we ought to give it another try, with more publicity, before we try the quota system.

25X1A9a [ ] If I might say so, we have carried the burden of the program. Only our people were chosen the first time. I think one reason we have gotten people is by constant, personal hounding on the part of

~~SECRET~~

Bob's Office. At every Administrative Officers' meeting we are after them to send people up. We tell them, "The next go-around is coming up in a month." I think that is one reason. That is the kind of publicity that I think works - not another kind of a notice.

25X1A9a [ ] Can the training liaison officers help it, Matt?

MR. BAIRD: Training liaison officers, except in very few cases, aren't of sufficient stature to get to the Division Chiefs with any authority.

5X1A9a [ ]: This is my job, there is no question about that. I just have goofed so far, that is all.

MR. BAIRD: I don't think it's a question of goofing. I think it's tied in with our whole personnel situation. There are too few qualified people.

25X1A9a [ ] Everybody is having their heads talked off in trying  
25X1A6a to get people to [ ] and so many other places, that there aren't many people around that anybody wants to let loose of. But even so, we have to make the program work.

MR. REYNOLDS: Of course, the thing I would like to see on this -- a couple of the men that I know in the Contact Division are saying, "Well, obviously we have executive material who would be very excellent men for the DD/P and might well stay with the DD/P and still be executive material - they have the background for it - but to get that the DD/P people have to release an equivalent damn good man for the Contact man, who will be a damn sight better Contact specialist than any of them in here because he had this foreign experience." It's a perfect rotation system of high-level people. There are about 20 that qualify.

MR. BAIRD: They would go into the DD/P area because that is the best way to round out their Agency experience.

MR. KIRKPATRICK: How many of your 8 are going to get selected?

MR. BAIRD: As I say, this preliminary report suggests that 6 of the 8 be given careful, full consideration. The assessment report has not come in yet. The assessment may say 4.

MR. KIRKPATRICK: Let's give it another try - another quarter on a voluntary basis.

MR. REYNOLDS: I don't think we need a motion on that. That will be the pleasure of the Council.

~~SECRET~~

~~SECRET~~~~CONFIDENTIAL~~

MR. BAIRD: Do you feel it should have been restricted to just executive potential?

25X1A9a [ ] In other words, use it for training specialists, as well.

MR. REYNOLDS: I think a specialist who has had this well-rounded experience is a damn sight better specialist when he gets through.

25X1A9a [ ] You never seem to lack for executives, but you sure as hell lack for specialists and case officers, and so forth.

MR. BAIRD: And for the long-range training program - learning the Chinese language, etc. - let's use some of these slots for that.

MR. REYNOLDS: Then it will be the pleasure of this Council that we will try it one more quarter on a voluntary basis, and try to give it better publicity, and get our candidates. If it doesn't work, we will consider it next time, and probably have to go under the quota system.

25X1A + The last item on the agenda is the approval of the addendum to [ ] which changes certain designations, which seem perfectly normal and natural due to the change from the Deputy Director (Administration) to the Deputy Director (Support).

MR. WHITE: I have a comment on that, Harry. I really don't - at this time, at least - favor calling these panels or boards. We are struggling with the problem of what to do, within the Support organization, about the boards, etc. I rejected one proposal just yesterday. But I think - as of now, at least - it is important in the Support organization that Training, Logistics, Commo, and so forth, still have their Career Service Board, and I don't like to see those called "panels". So far as placing the "S" there as the service designation, that is fine. But I am not ready yet - and I don't know just how we are going to come out on it, because I want to discuss it with all of the Office Heads - to say there is just one Support Board and everybody else is running a panel - because these people are running the Boards. Logistics has [ ] people, and Saunders has [ ] and the 25X9A2 Admin Board has a total of about [ ] So while I am all in favor of trying to get this service designation fixed, and I believe it is entirely appropriate to prefix "S" in front of the service designation, I am not ready yet to say we don't have a Training Board, for example, or a Commo Board, because I think we have got to have that.

~~SECRET~~

MR. REYNOLDS: Would it be satisfactory, then, Red, if we let this be held over until your DD/S complex establishes the system that it thinks best?

MR. KIRKPATRICK: As the only completely neutral present, I would suggest that the DD/S be allowed to evolve his system, just like the DD/I.

25X1A9a [ ] We don't want our Boards to be called "panels". This office index letter here we would like as a suffix to IP and OO merely as an administrative gimmick. The service is still the IP service, but an individual may have an indicator of "R" after his name. That is all that means, that he is a member of the "R" office, and hence the "R" Board has something to say about him as well as the IP Board. If you were just to move those letters over and suffix them to the IP and OO here, that would satisfy us.

25X1A9a [ ] The reason we call it "panel" is because it is set up that way in the DD/P.

MR. WHITE: They have a different situation.

25X1A9a [ ] There is one other thing which we have to consider, and that is in making it possible to handle from a machine record point of view, it would be highly desirable if we could have only one letter used for a service designation and only one letter used for the subsequent one, because this means that it ties up a whole group more of columns. I would like to suggest that we ask one person from the DD/S, one from the DD/P and one from DD/I to confer with Machine Records and coordinate a proposal. This is here as a stimulus for getting this problem solved. And they could bring a proposal back to the Council for its next meeting. Would that be all right?

MR. WHITE: Yes. I was going to say if there was anything like that to be considered--

25X1A9a [ ] There has to be an Agency position.

5X1A9a [ ] There is plenty of room to have the indicator we want here. It uses up one space, but that exists at the moment.

MR. BAIRD: You say the "S" has to be first?

25X1A9a [ ] No, I don't say that. I say it really complicates machine records to have some service designations with one letter and some with two, and some panel designations and some board designations. I think this ought to be checked out, particularly before the Council signs off.

~~SECRET~~~~CONFIDENTIAL~~

MR. KIRKPATRICK: Maybe we could get IBM to work for us, rather than for us to work for it.

MR. REYNOLDS: Then we will defer that question, and if it is satisfactory to the Council we will request each complex to send a man over to the Machine Records Division, and we will monitor that through our Office.

Any further questions? If not, this meeting stands adjourned.

MR. WHITE: There is one item - I might say that I was in [ ] 25X1A9a office this morning when you called about the War College candidate, and he said that General Cabell had the nominations and as far as he knew everything was all right, except that General Cabell was somewhat distressed that we had not filled the quota.

25X1A9a

[ ] The second slot for the Army War College.

MR. WHITE: I think when we were here at the last meeting we were going to ask you to drum up another candidate [ ] indicating [ ] 25X1A9a

25X1A9a

[ ] Both of them washed out. They did not want to go.

MR. WHITE: I have no recommendation to make, except I think that General Cabell is going to put the bite on somebody to come up with a candidate.

MR. BAIRD: It's getting pretty late. We have to get these nominations to the colleges. They have been overdue.

25X1A9a

[ ] Maybe he could approve what has already been forwarded and then we could still try to get a second candidate. Maybe the letter to the Army War College could say, "Here is our candidate and we will perhaps send another."

MR. WHITE: When were they due, Matt?

MR. BAIRD: The 22nd of March. Something like that.

MR. KIRKPATRICK: I don't think, seeing we are guests of these institutions, we should be late.

MR. WHITE: No, definitely. I certainly agree.

MR. REYNOLDS: The meeting stands adjourned.

. . . The meeting adjourned at 5:00 p.m. . . .

~~SECRET~~~~CONFIDENTIAL~~